



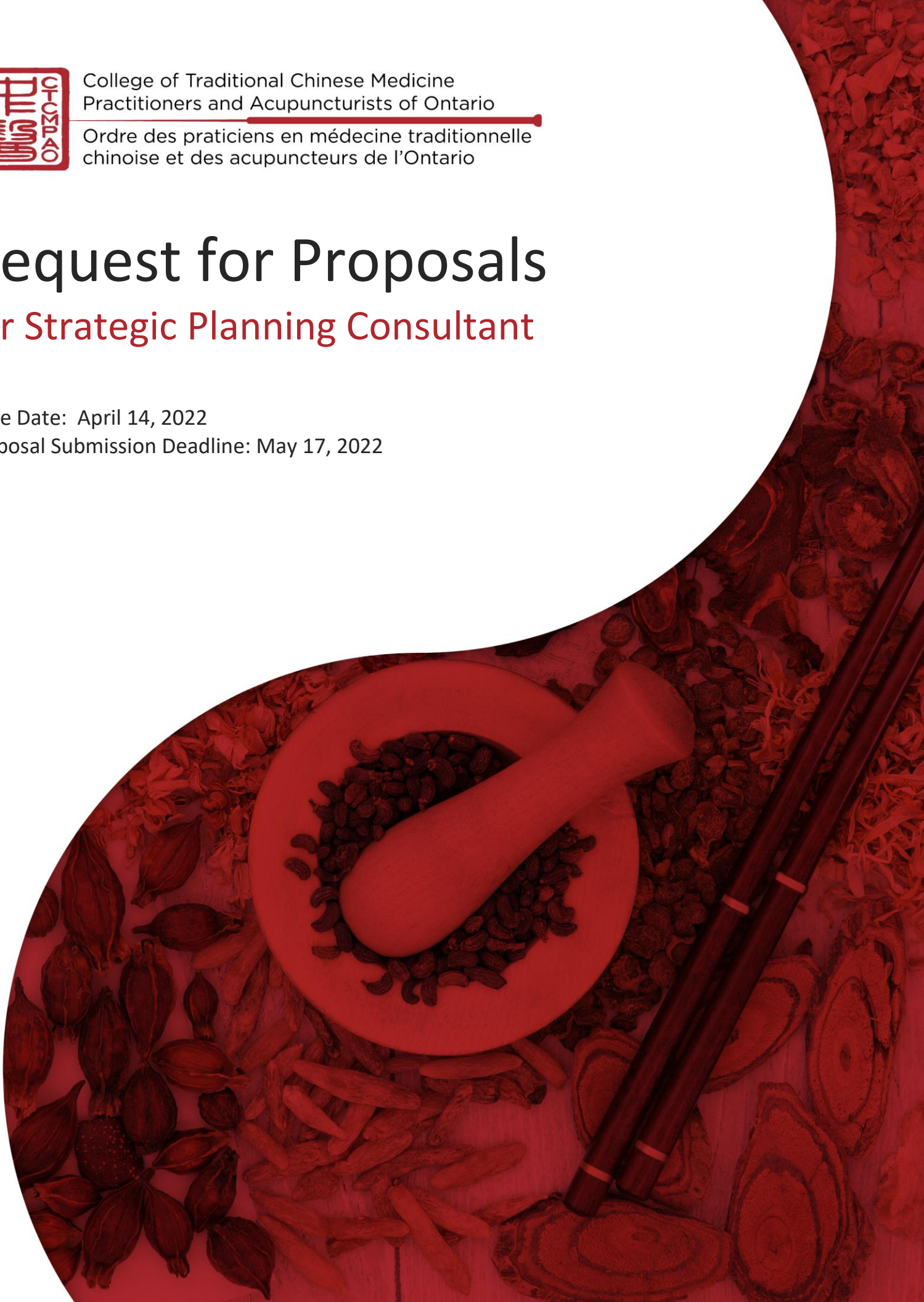
College of Traditional Chinese Medicine
Practitioners and Acupuncturists of Ontario

Ordre des praticiens en médecine traditionnelle
chinoise et des acupuncteurs de l'Ontario

Request for Proposals for Strategic Planning Consultant

Issue Date: April 14, 2022

Proposal Submission Deadline: May 17, 2022





1. INTRODUCTION

The College of Traditional Chinese Medicine Practitioners and Acupuncturists of Ontario (the “College”) is seeking consulting services to guide the development of its next three-year Strategic Plan.

The College is the governing body established by the government of Ontario under the [Regulated Health Professions Act, 1991](#) (RHPA), and the [Traditional Chinese Medicine Act, 2006](#). The College’s mandate is to regulate traditional Chinese medicine (TCM) practitioners and acupuncturists in the public interest.

A Strategic Plan is developed by Council every three years to determine the direction for the College. The last strategic planning session was held in March 2018 creating the strategic direction for the 2018 – 2021 (Appendix A). The strategic plan of the College is currently expired, and the development of a new one had been put on hold due to Council being unconstituted¹. As the College’s Council has recently been provided with sufficient public appointees, the College is now seeking a consultant to facilitate a new strategic plan that aligns with its mandate, vision and the expectations of the public, government and stakeholders.

2. DEFINITIONS

Throughout this RFP, the following definitions apply:

“Contract” means the written agreement resulting from this RFP to be executed by the College and the Contractor.

“Contractor” means the successful Proponent to this RFP who enters into a written Contract with the College.

“Must” or “mandatory” means requirement that must be met in order for a Proposal to receive consideration.

“Proponent” means an individual or a company that submits, or intends to submit, a Proposal in response to this RFP.

“Request for Proposals” or “RFP” means the process described in this document.

“Should” or “desirable” means a requirement having a significant degree of importance to the objectives of the RFP.

¹ Subsection 6(1)(b) of the *Traditional Chinese Medicine Act, 2006* mandates that Council shall be composed of at least five and no more than eight persons appointed by the Lieutenant Governor in Council who are not members, members of a College, or members of a Council as defined in the *Regulated Health Professions Act, 1991*. Council was unconstituted due falling below the minimum number of five public members.



3. PROJECT REQUIREMENTS AND DELIVERABLES

3.1. Summary of the Project

The College is seeking an independent Consultant to lead the development of an updated three-year Strategic Plan that will help the College deliver on its mandate to regulate the profession in the public interest.

3.2. Project Deliverables

The successful Proponent is expected to deliver the following:

- Environmental scan of trends relevant to professional regulatory bodies.
- Strategic planning sessions with College Council and senior management to develop a three-year strategic plan.
- A report and summary document that captures decisions made at the planning sessions. Summary document will be made available publicly on the College website.

3.3. Reporting and Approval Requirements

The successful Proponent will meet with the College staff and develop timelines and methodology to carry out the project. They will compile/present information and will prepare reports and recommendations for the Executive Committee and Council.

Reports prepared by the successful Proponent are to be submitted by email to:

Registrar and CEO at registrar@ctcmpao.on.ca

The Registrar and CEO of the College, or the designated staff will distribute reports and communications from the Proponent to the Executive Committee and/or Council for consideration and approval.

3.4. Project Timelines

Event	Anticipated timeline
RFP issued	April 14, 2022
RFP closing date	May 17, 2022
Contract awarded	June 2022
Initial consultation meeting with Council	June-August 2022
Workshop/presentation to Council	September 2022

**Timeline subject to change*



4. GENERAL REQUIREMENTS

This Section describes the project/service elements that the College will require the successful Proponent to provide. The Proponent should address each element listed below indicating how it will meet the College's needs.

4.1. General Requirements

The Proponent should demonstrate an understanding of the project's objectives and should describe the approaches the Proponent will take to meet the College's requirements.

The scope and deliverables of this assignment are outlined in Section 3, Project Requirements and Deliverables.

4.2. Qualification/Personnel Requirements

The Proponent should include a detailed description of the relevant qualifications, skills and experience of person(s) who will be assigned to provide the services. A resume or CV should be included with the description.

4.3. Proposed Work-Plan and Timeframe for Project Completion/Service Delivery

The Proponent should provide a detailed work plan of the project/services it will provide including all tasks, milestones and timeframes.

The timeframe for this project is expected to adhere to the requirements noted in Section 3.4 Project Timelines.

4.4. Cost Estimates/Budgets

The Proponent should:

- i. Provide his/her consulting fees on a per diem rate at seven and a quarter hours per calendar day;
- ii. Set out separately all anticipated expenses, including travel expenses, which shall be in accordance with Ontario government eligibility rules and rates; and
- iii. Calculate the total cost of the project/services to be provided.

5. PROPOSAL SUBMISSION PROCEDURES

5.1. Submission of Proposal

To be eligible for consideration, Proponents must submit one signed Proposal marked "original" on or before **May 17, 2022**, at 5:00 p.m. EST. The College will not consider any Proposals received after the closing time. The proposal is to be submitted by email to:



Registrar and CEO at registrar@ctcmpao.on.ca

5.2. Questions and Enquiries

Proponents, who have read this Request for Proposals (RFP) and are interested in responding may direct questions or request additional information in writing by email to Ann Zeng, Registrar and CEO at registrar@ctcmpao.on.ca.

The questions must be submitted by **May 10, 2022**. Received questions and responses will be disseminated to all Proponents by email, prior to the Proposal submission deadline. The College is not responsible for any misunderstanding on the part of the Proponent and is under no obligation to provide additional information but may do so at its sole discretion.

5.3. The College's Right to Amend, Supplement or Cancel RFP

The College, without liability, cost or penalty, may at any time cancel, amend or supplement this RFP. Any material amendments or supplements to the RFP will be communicated in a timely fashion to all Proponents

5.4. Disqualification of Proposals on Grounds of Faulty Submission

The College, without liability, cost or penalty, in its sole discretion, may disqualify any Proposal before the Proposal is fully evaluated if:

- i. It contains incorrect information;
- ii. It does not include all required elements as noted in this RFP;
- iii. The Proponent misrepresents any information provided in its Proposal;
- iv. The Proposal reveals a conflict of interest as per Section 6.3, Conflict of Interest; or
- v. The Proposal does not otherwise comply with the terms of the RFP.

5.5. Amending or Withdrawing Proposals Prior to Proposal Submission Deadline

At any time prior to the Proposal submission deadline, a Proponent may amend or withdraw a submitted Proposal. Any amendment must clearly indicate what part of the Proposal the amendment is intended to replace.

A notice of amendment or withdrawal must be signed and sent prior to the Proposal submission deadline to:

Registrar and CEO at registrar@ctcmpao.on.ca

6. FORMAT OF THE PROPOSAL



6.1. Proposal Format Checklist

The Proposal should:

- i. Submit one signed Proposal marked “original” by **May 17, 2022**, at 5:00 p.m. EST.
- ii. Include all required elements as described in the RFP;
- iii. Include a description of the Proponent’s ability to satisfy the requirements of the RFP; and
- iv. Include a detailed cost for the proposed services.

6.2. Proponent Information

The Proposal should provide/state:

- i. Name, mailing address, email address, telephone and facsimile numbers of the contact person(s) for the Proponent;
- ii. Proponent’s legal name and any other name under which it carries on business.

6.3. Conflict of Interest

The Proponent must confirm in its Proposal that the Proponent:

- i. Does not and will not have any conflict of interest (actual or perceived) in submitting its Proposal or, if selected, with the contractual obligations as Contractor under the Agreement. Where applicable, a Proponent must declare in its Proposal any situation that may be a conflict of interest in submitting its Proposal.

The Proponent must confirm that the Proponent neither has nor has had access to any Conflict of Interest Confidential Information as defined below:

- ii. “Conflict of Interest Confidential Information” refers to confidential information of the College other than confidential information disclosed to Proponent in the normal course of the RFP. The Conflict of Interest Confidential Information is relevant to the project/services required by the RFP and the RFP evaluation process, and the disclosure for which could result in prejudice to the College or an unfair advantage to the Proponent.
- iii. “Confidential Information” means information, data, material and items in any form supplied to the Proponent by the College or otherwise acquired by the Proponent in connection with this RFP, whether supplied to or acquired by the Proponent before or after the issuance of this RFP, as well as all software and deliverables supplied or created by the Proponent.



The successful Proponent will be expected to sign a confidentiality agreement and will be subject to section 36 of the RHPA (confidentiality provisions).

All Confidential Information is the property of the College, unless indicated otherwise.

The Proponent shall ensure that it:

- i. Holds Confidential Information in confidence;
- ii. Does not disclose Confidential Information without prior written authorization from the College;
- iii. Upon request returns Confidential Information to the College within ten calendar days after any request; and
- iv. Upon request returns all Confidential Information to the College within ten calendar days after the announcement of the qualified Proponent.

The Proposal of any Proponent may be disqualified, or if the Proposal is accepted, can be cancelled, where the Proponent fails to provide confirmation of the foregoing or makes misrepresentations regarding any of the above.

7. EVALUATION PROCESS

The objective of the evaluation process is to identify the Proposal(s) that most effectively meet(s) the requirements of the RFP, based on the evaluation criteria.

7.1. Evaluation Process

The College shall evaluate all Proposals that have not been disqualified for the reasons set out in Section 5.4, Disqualification of Proposals.

7.2. Evaluation of Overall Presentation of Proposal and General Requirements of the RFP

The College will evaluate the Proponent's Proposal based on the rated criteria with respect to the requirements of the RFP provided for in Section 3, Project Requirements and Deliverables, and check references provided by selected Proponents. Further details concerning this evaluation are provided in Section 9, Evaluation Criteria.

The College reserves the right to communicate with Proponents as necessary during the evaluation process. Not all Proponents may be communicated with in the same manner or to the same extent.

The College without liability, cost, or penalty, may, in its sole discretion, at any stage, do one or more of the following:

- i. Qualify any Proponent;
- ii. Not qualify any Proponent;



- iii. Cancel the RFP;
- iv. Issue a new RFP; or
- v. Short-list one or more Proponents for further evaluation.

8. CONTRACT

Subject to satisfactory reference checks and completed security clearances, any qualified Proponent will be required to enter into an acceptable written contract with the College before final selection. The College may, in its sole discretion, enter into preliminary discussions with the Proponent with the aim of expediting the finalization of the contract and any negotiations.

9. EVALUATION CRITERIA

Each Proponent's submitted Proposal will be evaluated based on the following criteria:

Experience and Qualifications (40%)

- Proven experience in strategic planning and facilitation with non-profit organizations
- Proven experience and knowledge related to board governance and professional regulation
- Experience working with boards, staff and key stakeholders

Work Plan (40%)

- Understanding of the project requirements
- Realistic timelines and costs for each component of the workplan
- Thoroughness/quality of the submission

References (20%)

- Proven ability to meet timelines and delivery expectations
- Responsiveness to client needs and flexibility
- Reliability and professionalism

The questions below have been provided to indicate the kinds of considerations the College will make when evaluating Proposals. This list may not be exhaustive. The questions have been organized to correspond to the requirements provided for in Section 3, Project Requirements and Deliverables and Section 4, General Requirements.

9.1. Evaluation of the General Requirements

Does the Proponent describe the project/services in such a way that the Proponent demonstrates an understanding of the project/services?



9.2. Evaluation of Qualifications

Do the qualifications, skills and experience of the Proponent appear to be appropriate and sufficient to meet the College's needs?

9.3. Evaluation of Proposed Work Plan and Timeframe for Project Completion/Service Delivery

Does the work plan and timeframe address and meet the College's needs?

9.4. Evaluation of Cost Estimates/Budgets

How does the total cost of the project compare with the costs shown in other Proposals and does it fit within the College's budgetary allocation for this project? Cost is not the only consideration and the lowest bid may not necessarily be the successful one.



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APPENDIX A

[2018-2021 Strategic Plan](#)